

0 4 AUG 1988

MEMORANDUM FOR: Director of Logistics

FROM: [REDACTED]

Acting Chief, Supply Group, OL

[REDACTED]
Chief, Facilities Management Division, OLSUBJECT: Organizational Location of Building Services
Branch Functions

1. At your suggestion, we have held several discussions and involved our senior managers in a review of benefits that could be derived from transferring part or all of the functions performed by Building Services Branch (BSB) of the Facilities Management Division to [REDACTED] of the Supply Group. In making our recommendations, we have considered the additional responsibilities that will befall the new Facilities Management Group (FMG), the total staffing complements of SG and FMG as well as the span of control of the managers therein.

2. Currently, BSB has a staffing complement [REDACTED] of which, [REDACTED] positions are filled. These [REDACTED] staff, augmented by Ogden Allied employees, provide the work force that has enabled FMD to meet its varied responsibilities in the past. Managers in BSB are continually shuffling their available resources between sections to cover shortages or work a "special" occasion or respond to the crisis of the day. BSB is relatively self-contained and to be effective in performing its responsibilities, the branch must operate in close coordination with other entities of FMD.

3. The following are what we see as the major advantages or disadvantages of assigning the various BSB functions [REDACTED]

A. Office Moves:

Disadvantages:

° efforts must be closely coordinated with FMD for moves like Headquarters [REDACTED] Renovations, carpet repairs, and office reorganizations are all handled by FMD and Services participates in the scheduling and coordination for all buildings - a well-oiled effort which operates almost flawlessly.

◦ These are the same people who support all of the special functions in Headquarters and loss of their skills would make coordination and implementation of support to special functions most difficult.

◦ Scheduling would be difficult, supervisors would be remote, i.e. [] vice C/Services. Division may result in confusion with the customers as the entire Agency is aware of our current methodology and working with FMD.

STAT

B. Classified Trash Disposal.

Disadvantages:

◦ The new incinerator will be located on the Headquarters Compound and be an integral part of the power plant operations. Placing this function in another group can only frustrate the ability to run an efficient operation.

◦ While SOMAT could be transferred the same individuals will work both the incinerator and as back up SOMAT operators.

◦ SOMAT/incinerator operators provide backup support to other FMD activities as required.

C. Supply Rooms:

Advantage:

STAT

STAT

◦ The Metropolitan Services Center [] are warehouse functions and could easily be performed by [] personnel. Greater use could be made of stocking BSB type items in the supply inventory and as a result, have better stock control procedures and gain efficiencies in the utilization of warehouse space.

Disadvantage:

◦ Personnel responsible for supply room operations also perform other facilities related duties which involves utilization of other storage space at Headquarters.

D. Operation of the Headquarters Dock:

Disadvantage:

- ° An integral part of the entire Headquarters support infrastructure. This activity must be closely attuned to all facilities related activities taking place on the Headquarters Compound. Knowing when to schedule deliveries so they can be moved directly to the customer or the area under renovation (and not be stacked in the corridors) requires a true understanding of what is going on in the rest of FMD's service and operation groups. Various vendors, contractors, and even Ogden Allied deliveries can best be controlled by an operation that is in the FMD chain of command.
- ° In-house delivery force has been heavily augmented by Ogden Allied and Kane Movers. Turning dock operations over to the Supply Group could complicate the coordination process.

E. Carpet installation, Furniture and Drapery Cleaning in External Buildings:

Disadvantages:

- ° These functions are all scheduled around renovations or office moves for the most part. The same people who perform other functions in Services, supervise this responsibility, i.e. [] is a major move coordinator and supervises these functions as well.
- ° If physically segregated from other FMD related duties - coordination and scheduling become very difficult.

4. As noted above the [] staff employees in conjunction with Ogden Allied and EI Kane provide the current BSB with a flexibility to adjust resources to meet the days more pressing requirements. Most functions performed in BSB are so closely intertwined in other facilities activities that separating them out and placing some or all of them under SG [] would appear to have little merit. In fact, in terms of customer relations/support, calling one office to "handle it all" is, in our opinion, the most practical approach and the one that will allow the C/FMG to be in control of his/her destiny. Dividing the services resources across two Groups could lead to confusion, customer frustration, and disrupt a fairly efficient support arm of OL, at a time when there is already a great deal of disruption with moves and renovations.

STAT
STAT

5. To provide some relief for FMD, and to align responsibilities with like functions, we feel [] should take over the operation of the external warehouse facilities [] and the stocking (but not manning) of the supply rooms throughout the Metropolitan area. We also feel SG/Requirement Division should take over responsibility for the the stock control/inventory management functions currently being performed by BSB.

6. Having both served at various levels in Supply and Facilities Management Division, we feel strongly that the C/FMG needs to have control over those functions that allow him/her to respond to customer demands while taking on the unexpected. Removing functions, other than those contained in paragraph five would, in our opinion, limit C/FMG's ability to respond effectively. To cut back on his/her capabilities while adding EBOB and overseas support functions would be a mistake.

STAT

Page Denied